Evaluations from Deloitte’s Financial management capacity building event

New Abirem, Ghana

June 18-21, 2012

Relevance: 5,5,3,5, 5, 5, 4, 5, 5, 5, 5, 4, 5, 5, 5

Useful in daily work: 4,5,4, 5, 4, 5, 3, 4, 5, 5, 5, 4, 4, 4, 5

Increase willingness to make org changes: 5,4,4, 4, 4, 5, 4, 4, 5, 5, 5, 4, 5, 4, 4

Inc ability to make org changes: 4,4,3, 4, 3, 4, 4, 4, 5, 4, 4, 3, 4, 4, 4

Inc willingness to mentor others in CBE topics: 3,5,3, 3, 4, 4, 4, 5, 5, 5, 5, 2, 4, 5, 5

Inc ability to mentor others in CBE topics: 3,5,3, 3, 5, 3, 4, 4, 4, 5, 4, 2, 4, 5, 5

3 most important things learned:

1. Maturity model as tool for capacity needs assessment
2. Identifying performance targets
3. How to reach set targets
4. Risk management
5. Capacity strengthening for prog mnt and implementation
6. Enhance planning for results, resource mobilization
7. There is an urgent need to focus on FMS
8. Program work planning without finance input is definitely not sustainable.
9. **Program & finance can work together towards a common goal.**
10. Financial governance.
11. Process mapping gaps.
12. Group work
13. Self-review
14. All discussing issues together.
15. Leadership and team dynamic.
16. Finance governance.
17. Talent and people.
18. It facilitates participation in team-building.
19. It has enhanced my perspective on risk management and the need to mitigate it.
20. It has revealed the need for program plans to have linkages on financial management strategy program.
21. The need to develop risk management matrix.
22. Training on proposal writing (the need of it).
23. The importance of FMIS.
24. Financial governance
25. Strategies and execution
26. The leadership and team dynamic
27. The strategic agenda of Ghana’s NTD program.
28. The need to work on integral platform with finance staff to achieve the needed goals.
29. Identifying problems and the need to solve them.
30. Need of analyze report after generating.
31. Need to develop matrix.
32. Need to link financial objective to program objective.
33. Creating a performance achievement action plan.
34. The need to work with program accountant and work with him in all program activities.
35. The need to score activities appropriately in order to prioritize activities correctly.
36. The need to do prioritization in relation to available resources.
37. Forecasting
38. Planning
39. Monitoring
40. Risk management in an organization
41. Scaling up access to interventions, treatment and system capacity building.
42. Capacity strengthening for program management and implementation as well as routine monitoring and evaluation.

Elements of CBE most effective for learning new info/skills:

1. Use of maturity model for capacity needs assessment and how to determine necessary steps to close id’d gaps.
2. Prog fin analysis
3. Identifying together challenges and bottlenecks to achieve performance targets.
4. Setting performance targets together.
5. Talents of people.
6. Financial governance.
7. Alignment.
8. Management structures.
9. Project accountability
10. People and talent module/domain.
11. The maturity model.
12. Group work.
13. The strategy and execution of financial management
14. Team work.
15. Prioritization of problems under the relevant domains.
16. Interacting and sharing ideas on issues.
17. Budgeting
18. Performance
19. Achievement of plans and goals.
20. Complete maturity model.
21. Set performance targets.
22. Develop a detailed action plan.
23. Financial control and documentation.
24. Leadership and team dynamics
25. Enhance planning for results, resource mobilization and financial sustainability.

\*\*How your work or your org will change after experiencing CBE:

1. **My org will develop an online tool for fin Mngt to inform program and top management decision-making.**
2. Fin organization and fin analysis.
3. **There will be more joint planning meetings including finance unit with programming staff.**
4. It will help me better relate with partners in terms of financial returns.
5. I believe the finance team will feel part of the overall program team with the development of the plan.
6. **Good collaboration between finance and technical will lead to an improved performance hence leading to fund attraction from donors.**
7. The blending together with financial management and program staff/team to enhance good achievement/implementation of programme.
8. The ability to identify the relevant stakeholders in an effort to improve services or coverages.
9. Through meeting and implementing what we have learnt.
10. A critical financial analysis will facilitate the planning process.
11. The CBE will enable the establishment of financial monitoring systems for the program.
12. Financial management reforms in my organization.

Describe addl assistance you need to implement what learned at CBE:

1. Tech asst to develop tools.
2. Fin asst to develop tools.
3. Training for staff; deploying tools.
4. Training and fin assistance.
5. Assistance in incorporating finance input into annual work plans.
6. Financial planning and budgeting for activities might be required. We might also need a monitoring plan.
7. We need management (leadership) to be committed to the plans and to commit resources (time and resources) for its implementation.
8. **Any development on the control of NTDs on any issue must be shared according through this capacity building event approach.**
9. Training on the financial management process.

Obj of CBE met: 4, 4, 5, 5, 5, 4, 5, 5, 4, 5, 5, 4, 5, 5, 4

CBE design reflected careful planning/organization: 5, 4, 4, 5, 5, 4, 4, 4, 5, 5, 5, 5, 4, 5, 4

Tech content/skills presented in easy-to-understand way: 5, 4, 4, 5, 4, 4, 5, 3, 5, 4, 5, 4, 4, 4, 5

Facilitators had high understanding of CBE concepts: 5, 4, 4, 5, 4, 4, 5, 3, 5, 5, 5, 5, 5, 5, 5

Active participation encouraged: 4, 5, 5, 4, 4, 5, 5, 4, 5, 5, 5, 4, 4, 4, 5

Adequate time and structure provided for participants’ reflection on new info and skills: 3, 5, 4, 4, 4, 4, 4, 4, 4, 5, 4, 5, 4, 4, 4

Adequate time, structure provided for participants to share experiences and insights: 3, 5, 4, 4, 4, 4, 4, 5, 5, 4, 4, 4, 4, 4, 4

Adequate time/structure provided for participants to plan next steps: 4, 4, 4, 4, 4, 4 , 5, 4, 5, 5, 5, 4, 4, 4, 5

Adequate time/structure provided for participants to practice new skills/knowledge: 3, 4, 4, 4, 4, 4, 4, 3, 4, 5, 5, 4, 4, 3, 4

Use of A/V helped: 4, 4, 5, 4, 4, 3, 5, 4, 5, 2, 5, 5, 4, 4, 4

Recommendations for improvement:

1. Emphasis/attention to health systems strengthening in addition to program-specific fin management issues discussed (that part good).
2. the Timetable should have been designed in such a way that participants wouldn’t sit for too long. Participants should be given a chance to stretch during the course of the programme.
3. More time should be allocated to groups/brainstorming.
4. Extend the number of days so members can have flexible time and effectively contribute.
5. The venue should be an hour’s drive from Accra and should have excellent Internet access. Everything else could stay the same.
6. The module/domains used in this exercise were mainly focused on finance. I wish in the future it will focus on the entire program. We could consider developing an organizational development plan for the entire program.
7. I recommend that sub-group work should be encouraged.
8. Allow enough time (add a few days to enable members who are not in a specific field to get up to speed with knowledge.)
9. Group work is more effective (i.e. if there is time).
10. I would provide a comprehensive list of technical activities in relation to the program for the finance officers to appreciate.
11. The duration of the period for training should be at least 4 days and at most 5 days.

Other comments:

1. Venue too far from Accra. It was risky, stressful and time-consuming to travel this far away to venue.
2. Quite an eye-opening event.
3. The meeting was worth attending.
4. It was an excellent organization and will greatly enhance the NTDs work in the future.
5. Internet access was poor and presented a huge handicap for many of us.
6. It is a useful exercise needed for all levels of the program implementation in Ghana to strengthen financial management capacities of financial officers in the regions and districts.
7. **Must be continuous (perhaps yearly or every 2 years).**
8. **CBE was a good exercise; and such initiative needs to be encouraged, to boost the knowledge and skills of staff.**
9. Is ok, but 3 days for this activity would be better.
10. In all, the training program is laudable and needs to be organized again to refresh the minds of the participants.